



# Annual

A Report Highlighting The  
Quality Improvement Progress Within  
The Department Of Corrections

# Report

# 2001

# QUALITY

## INTRODUCTION

---

In April of 1997, Governor Gary Locke issued an Executive Order (97-03) directing all state agencies to develop and implement a program to improve the quality, efficiency, and effectiveness of the public services they provide.

The mandate is simple – find out what is not working well and fix it. Quality improvements and regulatory reform go hand in hand, with a focus on improving the service we provide to our customers. Employees have been encouraged to be creative, to have ownership of their work, to be innovative, and use technology to better serve the citizens of our state.

This report highlights the progress the Department of Corrections (DOC) made in this effort during the year 2001. The accomplishments identified demonstrate the commitment DOCs' employees are making to streamline processes and provide better and quicker service to the taxpayers of the State of Washington.

## RESULTS

---

- \* **Thirty-six DOC Quality Teams and 217 team members were featured in the Governing for Results booklets during the year 2001.** This was a 163% increase from the previous year (14 teams in 2000).
- \* **These 36 teams saved a total of \$639,252 to DOC, saved a total of \$2,185,471 to other public agencies, generated a total of \$5,406 in revenue, and saved 16,846 FTE hours.**
- \* **Published third edition of “Correcting for Results.”** There were forty-seven process improvement results demonstrating the efforts of over 365 staff and 16 stakeholder agencies.
- \* **Increased number of quality improvement results by 101% (62 in 2000 and 129 in 2001).**



## QUALITY STEERING COMMITTEE

---

As a result of Executive Order 97-03 a Quality Steering Committee (QSC) was established in the Department in 1997. The QSC consists of 16 members representing all staffing levels and regions within DOC.

In 2001, the members of the QSC were:

Jim Blodgett	Adrian Johnson
Jeri Boe	Jerry Johnson
Lynne DeLano	Ton Johnson
Luis Dominguez	Melinda Kupers
Jeff Ellison	John Lambert
Gregg Freeman	Donna Larson
Doug Hoffer	Barbara Manning
Cynthia Hood	Jane Parnell

In 2001, the QSC developed a Balanced Scorecard. The Scorecard identifies the QSC's mission as: "Provide leadership and oversight to the agency's quality infrastructure and efforts."

During 2001, the QSC accomplished the following:

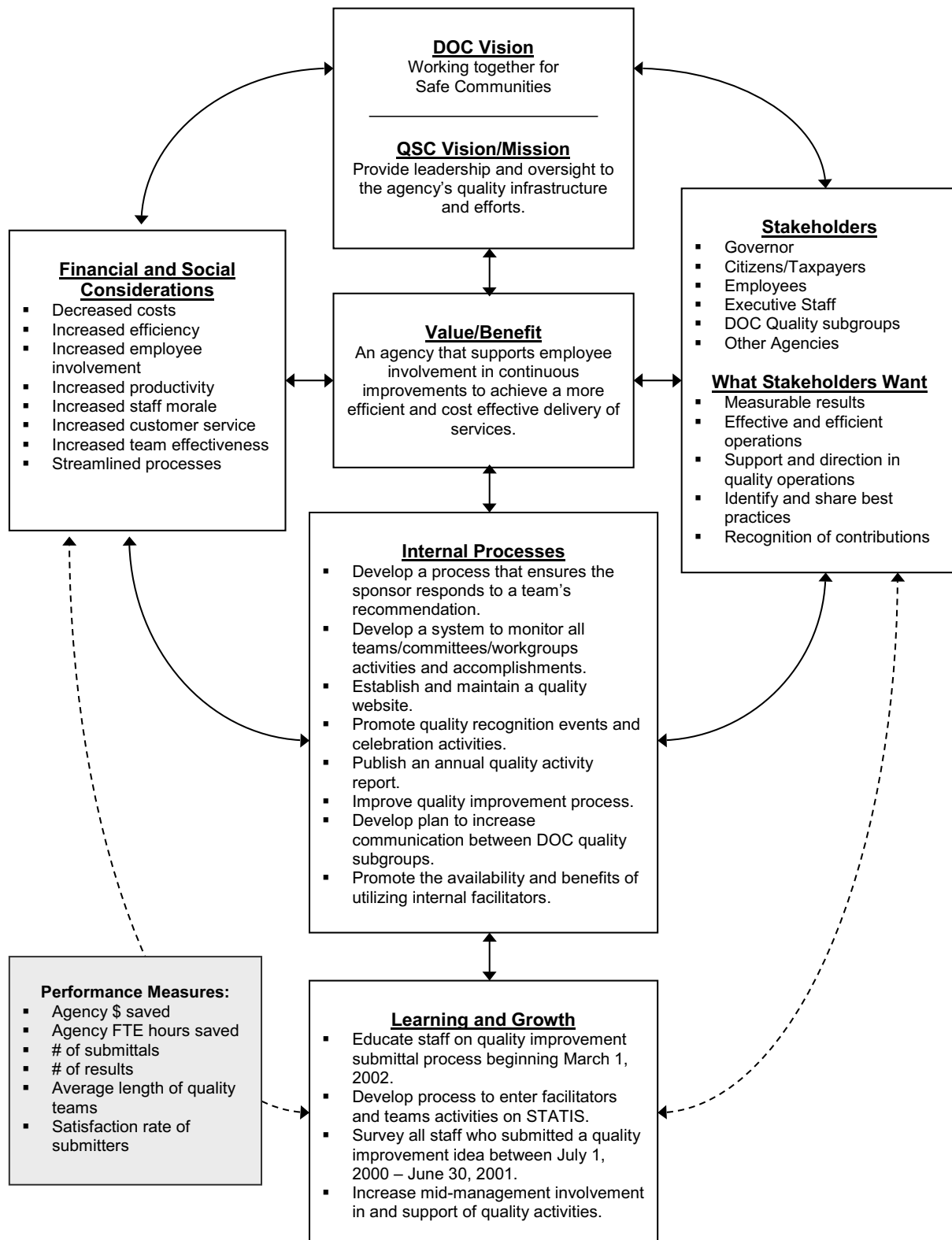
- ✓ Developed a process that ensures the sponsor responds to a team's recommendation.
- ✓ Developed a system to monitor all teams/committees/workgroups activities and accomplishments.
- ✓ Established a quality website.
- ✓ Developed a plan to increase communication between DOC quality subgroups.
- ✓ Made improvements to the quality improvement submittal process (based on feedback from staff who submitted a quality improvement idea between July 1, 2000 – June 30, 2001).
- ✓ Participated in quality recognition events and celebration activities.

The Quality Steering Committee goals for 2002 include:

- ✓ Promote the availability and benefits of utilizing internal facilitators.
- ✓ Promote quality recognition events and celebration activities.
- ✓ Educate staff on quality improvement submittal process beginning March 1, 2002.
- ✓ Develop process to enter facilitators and teams activities on STATIS.
- ✓ Increase mid-management involvement in and support of quality activities.

# BALANCED SCORECARD

Quality Steering Committee 2002



## QUALITY IMPROVEMENT TRAINING TEAM

---

In 1997, the Department established the Quality Improvement Training Team (QITT). The QITT consists of eight members, from different areas of the Department. The role of the QITT is to train, mentor, and advise process improvement facilitators. Additionally, the team designs curriculum focused on continuous improvement tools and processes.

In 2001, the members of the QITT were:

Lois Bradford  
Aaron Cole  
Margaret Hoyer  
Shelby Jeffries (retired 9-01)  
Tami Kampbell  
Kelly Kelly  
Melinda (Mindy) Kupers  
George Quiggle  
Dick Sande (retired 9-01)  
Charles Washburn

During 2001, the QITT accomplished the following:

- ✓ Provided counsel and support as mentors to approximately 75 Process Improvement Facilitators, statewide.
- ✓ Formalized and defined mentoring role for Process Improvement Facilitators.
- ✓ Facilitated quarterly Process Improvement Facilitator meetings.
- ✓ Provided quarterly quality tool training to Process Improvement Facilitators.
- ✓ Developed and delivered Quality Awareness (QA) Training-for-Trainers to 40 QA instructors, statewide.
- ✓ Co-facilitated delivery of "Leading Quality in DOC" curriculum designed for supervisors/managers.

The QITT goals for 2002 include:

- ✓ Develop process for STATIS tracking statewide.
- ✓ Present at least one Process Improvement Facilitator Training.
- ✓ Deliver "Leading Quality in DOC" training.
- ✓ Develop "Red Bead" training exercise.
- ✓ Explore concepts of "appreciative inquiry."
- ✓ Solicit feedback from, and present refresher training, to current Process Improvement Facilitators.

## PROCESS IMPROVEMENT FACILITATORS

---

DOCs' Quality Leadership Council made the decision to use facilitators to ensure the success of process and planning improvement teams. Staff within all levels and areas of the agency was trained as Process Improvement Facilitators (PIF). The role of a PIF is to facilitate process improvement and planning teams, focusing on the team's process more than its product. The PIF helps the team learn how to have effective, productive meetings, using quality tools and techniques.

In 2001, the Process Improvement Facilitators for the Department were:

### **Headquarters:**

Cathy Carlson  
Kathy Gastreich  
Shannon Gordon  
Gordon McConnell  
Lynn Scott

### **NE Region:**

Rick Diffley  
Claire Farmer  
David Henderson  
Toni Hoffman  
Theresa Miller  
Stan Reynolds  
Nell Rutzer  
Dale W. Smith  
Chuck Hardee  
John Biddulph  
Jose Gudina

### **NW Region:**

Judi Armstrong  
Tracy Daniel  
Joan Rogers  
Paul Root  
Kathy Barnett-Chaney  
Paul Kerley

### **SE Region:**

Paul Bird  
Sherri Carlton  
Bob Hays  
Linda Huck

Louise Jones

Cathy LeCompte

Reed Leisinger

Ronda Nielsen

Kevin Williams

Jill Swanson

Kasey Baxter

John Anthony

Ron Bravo

Lisa Oliver-Estes

Ron Farino

Chris Glenn

Kenneth Jurgensen

Lester Literal

Ronald Pryhorocki

Richard Curry

Emily Tillotson

Tanner Mink

Mike Anthony

Sean Murphy

### **SW Region:**

Sandi Aggers

Ray Armstrong

Thomas Barte

Sidney Clark

Peter Davis

Uriel Iniguez

Charles Jackson

Pamela Kennedy

Doug Thaut

Charlie Washburn

Velma Gustafson

Kathleen Sande

### **WC Region:**

Charles Southerland

Philip Cripps

Kelly Kelly

Karen Weems

Kim Jacobsen

Sue McMinn

Hisami Yoshida

Michael Delgado

Virginia Byassee

Bobby Greene

Althea Brandis

Sharon Dahlstrom

Victoria Muccilli

Elizabeth (Liz) Palmer

Bill Wolfe

Robert Zarate

Karen Hopper

Rick Jordan

David O'Connor

Barbara Reed-Stamps

Alan P. Suan

Dennis Wheeler

Thomas Barkley

Paulette Bailey

Corrina McElfish

Jim Allen

Martha Woods

Priscilla Haynes

## GOVERNOR'S AWARD FOR SERVICE AND QUALITY

---

The Governor's Award for Service and Quality Improvement was established in January 1998. It recognizes teams in state government who have demonstrated excellence in one or more of the following areas:

- Cutting red tape
- Improving customer service
- Improving efficiency
- Reducing and/or avoiding costs

Teams are nominated by their agencies as the best of the best. A few truly exceptional teams are selected each quarter to receive this award. Listed below are the three teams from the Department who received the Governor's Award for Service and Quality Improvement in 2001.

April 2001

### **Department of Corrections and Department of General Administration**

#### **Lexan Restoration Project**

Washington Corrections Center (WCC) faced thousands of dollars to replace damaged on-site windows. Lexan/Plexiglas are bullet-resistant security glass windows costing \$3000 per 4 X 8-foot sheet. The Staff from WCC, General Administration and the 3M Corporation worked together modifying a process from Operation Desert Storm used on helicopter windows. Today, their repair process restores visual clarity to scratched and marked sheets for just \$91.52. 3M tested the process, trained an inmate work team and piloted a project. This project saved \$45,000 on 50 windows, increased prison security with improved visibility, kept Lexan out of landfills and gave offenders training in marketable skills.



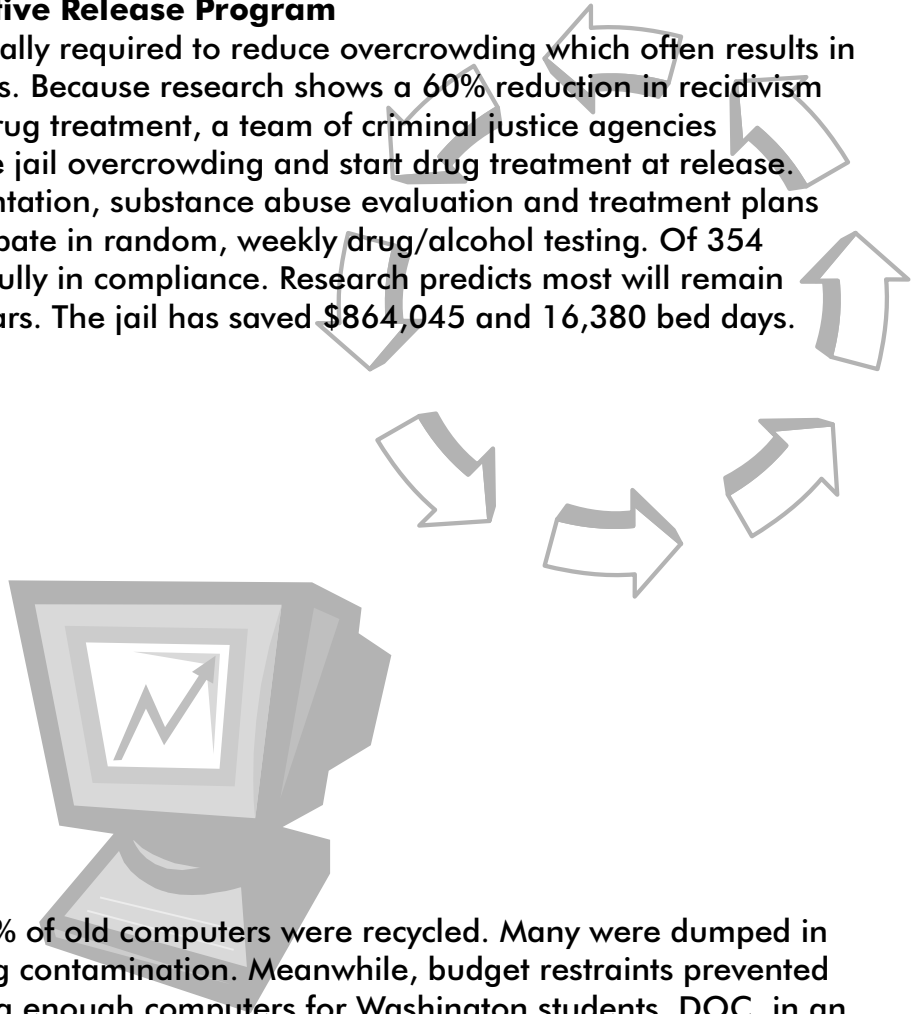
---

October 2001

**Department of Corrections**

**Breaking the Cycle Alternative Release Program**

The Pierce County Jail is federally required to reduce overcrowding which often results in early release of drug offenders. Because research shows a 60% reduction in recidivism for offenders who complete drug treatment, a team of criminal justice agencies designed a program to reduce jail overcrowding and start drug treatment at release. Now exoffenders receive orientation, substance abuse evaluation and treatment plans immediately. They also participate in random, weekly drug/alcohol testing. Of 354 participants, 67% are successfully in compliance. Research predicts most will remain arrest free for at least four years. The jail has saved \$864,045 and 16,380 bed days.



January 2001

**Department of Corrections**

**Computers 4 Kids Program**

Statistics showed that only 11% of old computers were recycled. Many were dumped in landfills or burn plants causing contamination. Meanwhile, budget restraints prevented public schools from purchasing enough computers for Washington students. DOC, in an effort to provide inmates with marketable skills, partnered with the Community Colleges of Spokane Foundation and the Office of the Superintendent of Public Instruction to refurbish old PCs for schools. 55 inmates completed training and over 80,000 pounds of computer hardware waste was diverted from landfills. 5262 refurbished computers sent to schools have saved taxpayers over \$2 Million.

## QUALITY IMPROVEMENT RESULTS/IDEAS

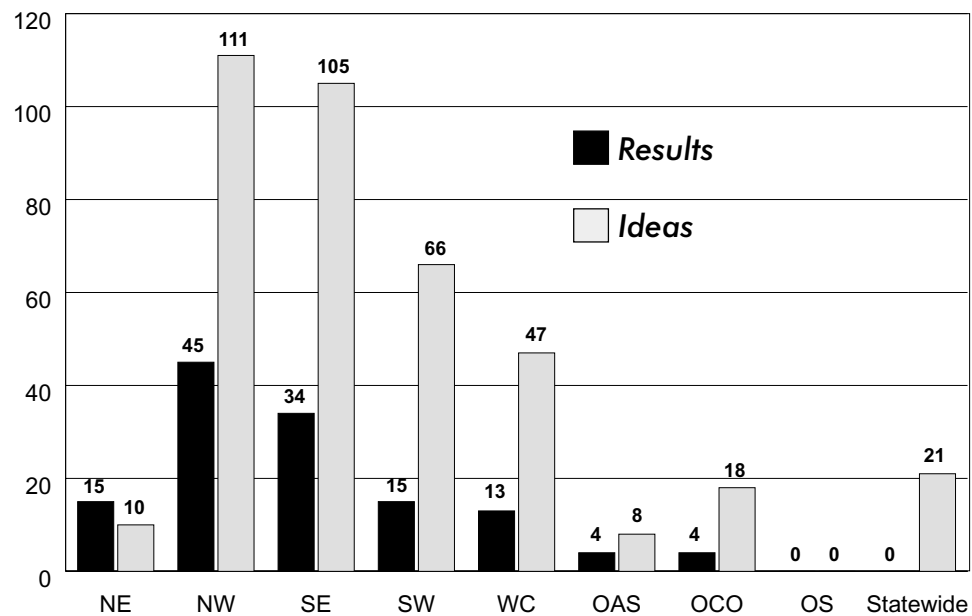
*Calendar Year 2001*

---

Below are Quality Improvement Results and Quality Improvement Ideas received in 2001.

*Results* document the implementation of a quality improvement.

*Ideas* are reviewed by local, regional, and statewide quality councils.



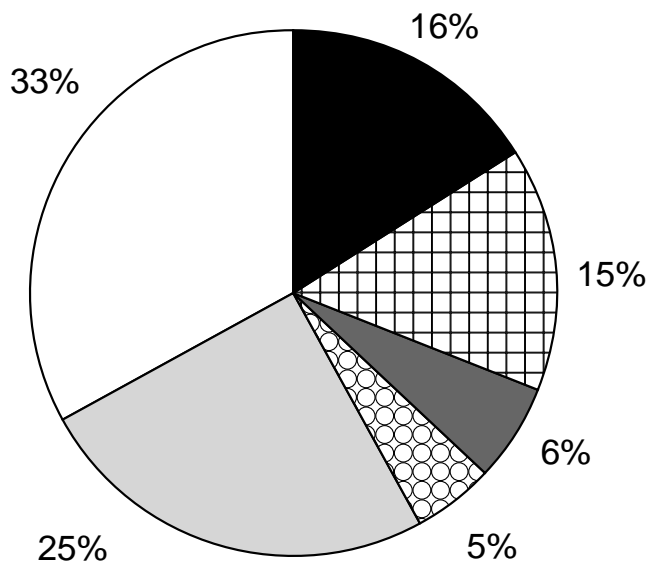


## QUALITY IMPROVEMENT IDEA DISPOSITIONS

---

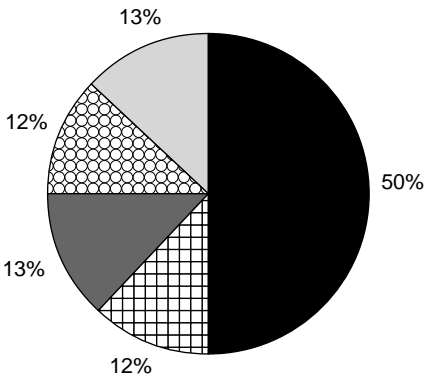
The dispositions of quality improvement ideas submitted by DOC staff in 2001 are represented in the charts listed below.

### *Overall Statewide*

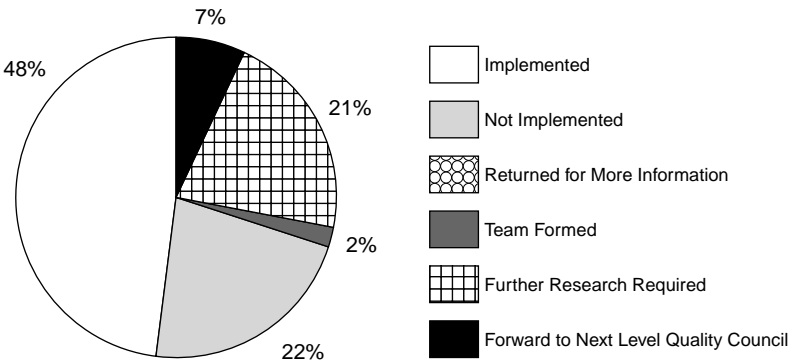


# QUALITY IMPROVEMENT IDEA DISPOSITIONS

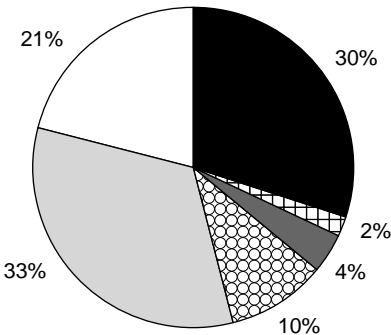
*Northeast Region*



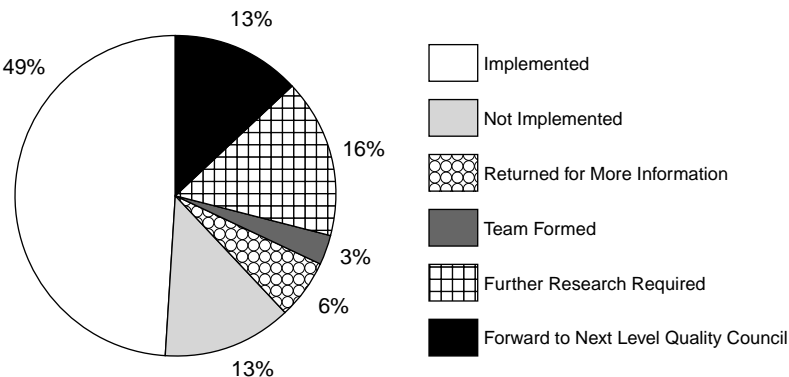
*Northwest Region*



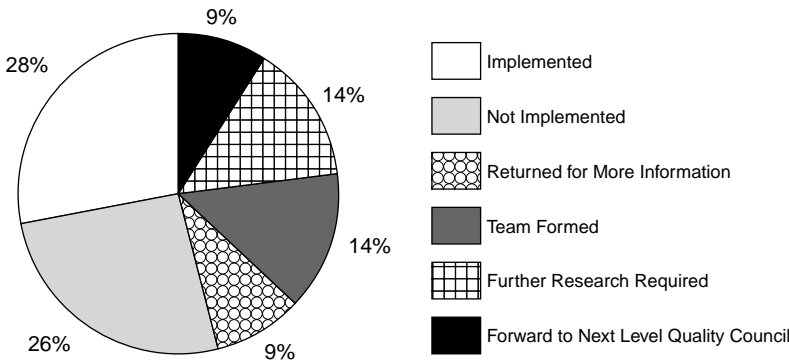
*Southeast Region*



*Southwest Region*

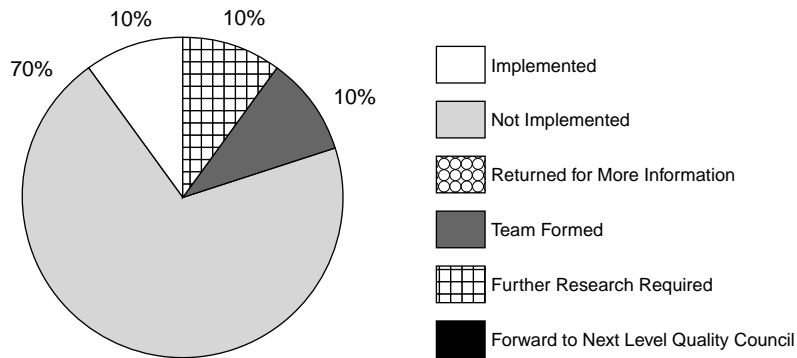


*West Central Region*

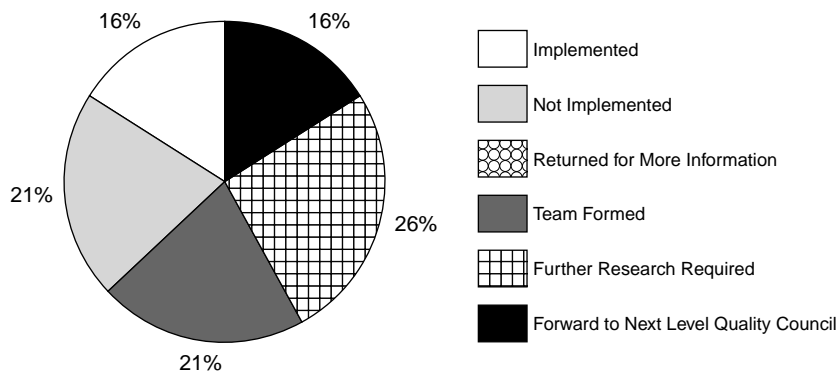


## QUALITY IMPROVEMENT IDEA DISPOSITIONS

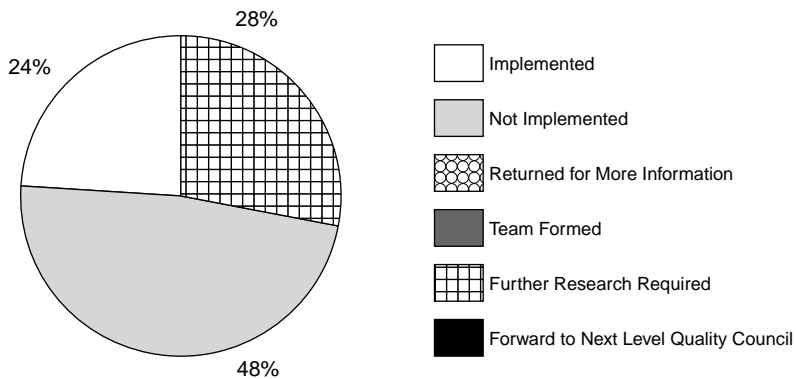
### *Office of Administrative Services*



### *Office of Correctional Operations*



### *Statewide Quality Council*





## QUALITY STEERING COMMITTEE SURVEY/RESULTS

---

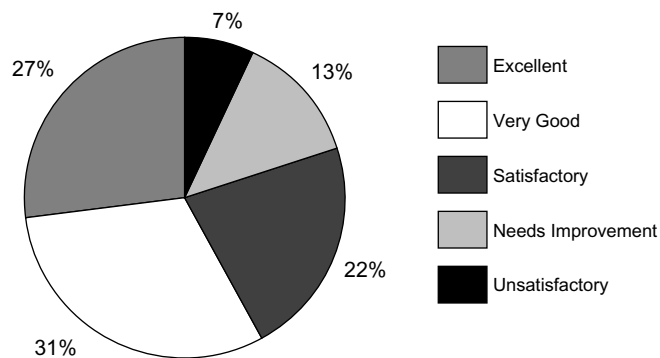
The QSC sent out a survey to all staff who submitted a quality improvement idea between July 1, 2000 and June 30, 2001 to gather feedback on the process. Participants were asked to evaluate the following eight criteria:

1. The quality improvement idea form was easily accessible.
2. The quality improvement idea form was easy to complete.
3. The directions were easy to understand.
4. The Balanced Scorecard section was helpful.
5. I was kept informed of the status of my quality improvement idea.
6. My quality improvement idea was reviewed within the stated timeframes.
7. I received meaningful recognition for my quality improvement idea.
8. Overall, I was satisfied with the quality improvement idea process.

Results of the survey showed that 80% of respondents expressed overall satisfaction with the quality improvement idea process. Based on the feedback received, several changes were made to the quality improvement idea form. The form was changed to make it easier to complete. The Balanced Scorecard section was modified, and is now optional.

---

*June 1, 2000 through June 30, 2001*





## AGENCY SELF-ASSESSMENT

---

Every year since 1998, the Governor's Office has asked all state agencies to do a self-assessment in seven areas. The self-assessment is designed to help agencies look at their management activities and determine ways to make improvements. The self-assessment provides a tool for:

### **Leadership**

- Establish unity of purpose and direction of the organization.
- Involve all staff to support the changes necessary for success.

### **Strategic Planning**

- Develop the Agency's view of the future.
- Set directions and deployment of operational performance requirements.
- Identify performance measures.

### **Stakeholder Focus**

- Understand what our stakeholders want from our services.
- Measure the success of work with the stakeholders expectations.

### **Information and Analysis**

- Use research and the analysis of data to make effective decisions.
- Make decisions focused on performance as measured by our stakeholders.

### **Employee Focus**

- Gather together the "profound knowledge" from all staff.
- Build a culture that enables all staff's abilities to be used for the Agency's benefit.

### **Process Improvement**

- Continually improve all our work processes.
- Understand the entire process before creating solutions.

### **Performance Measures**

- Establish a system for routinely collecting and analyzing critical data.
- Use performance data to identify the Agency's strengths, needs and opportunities.

Listed below are the scores determined by the Department for the past three years:

	<b>1999</b>	<b>2000</b>	<b>2001</b>
Leadership	3.0	3.5	4.0
Strategic Planning	3.5	4.0	4.5
Stakeholder Focus	2.5	3.0	3.5
Information and Analysis	2.9	3.0	4.0
Employee Focus	2.7	3.25	4.0
Process Improvement	3.0	3.5	4.0
Performance Measures	2.7	3.0	4.0



State of Washington  
Department of Corrections

DOC P217 OS (3/02)